

## Message Text

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PAGE 01 QUITO 02812 01 OF 07 271800Z POSS DUPE  
ACTION ARA-14

INFO OCT-01 ISO-00 ONY-00 /015 W  
-----073149 272054Z /70 R  
R 272255Z APR 78  
FM AMEMBASSY QUITO  
TO SECSTATE WASHDC 8056  
INFO AMCONSUL GUAYAQUIL

C O N F I D E N T I A L SECTION 1 OF 7 QUITO 2812

E.O. 11652: GDS  
TAGS: OGEN, EC  
SUBJECT: GORM/OBJECTIVES AND RESOURCE MANAGEMENT (GORM)  
PROCESS: DECISION UNIT FOR ECUADOR

REF: A) STATE 063477, B) STATE 083975

1. FOLLOWING IS THE PERSONAL ASSESSMENT OF THE CHARGE ABOUT THE WAY IN WHICH RESOURCES SHOULD BE EMPLOYED BY STATE AND OTHER AGENCIES IN FY 80 IN RELATION TO USG AGREED GOALS, OBJECTIVES AND STATUTORILY REQUIRED ACTIVITIES. ZZB FORMS 1, 2, AND 3 ON DEPARTMENT OF STATE PERSONNEL AND ACTIVITIES PLUS AN EVALUATION OF THE GOALS, OBJECTIVES AND RESOURCE MANAGEMENT OF ALL AGENCIES WITH PERSONNEL SUBJECT TO THE CHIEF'S OF MISSION SUPERVISION, COORDINATION AND DIRECTION ARE INCLUDED. WITH RESPECT TO FORM ZBB-3, ALTHOUGH WE HAVE PROJECTED THE OPERATION OF THE STATE CONTINGENT OF THE MISSION AT 90 PERCENT OF OUR CURRENT STAFFING, THE CHARGE BELIEVES THIS WOULD BE BELOW THE MINIMUM LEVEL AT WHICH THE EMBASSY COULD SATISFACTORILY, IN TERMS OF EFFECTIVENESS, PURSUE US AGREED GOALS AND OBJECTIVES IN ECUADOR AND CARRY OUT STATUTORILY REQUIRED ACTIVITIES. THE CHARGE DOES THINK, AS INDICATED IN HIS EVALUATION OF OTHER AGENCIES' ACTIVITIES, THAT REDUCTIONS COULD BE MADE IN CERTAIN AREAS WITH LITTLE NEGATIVE IMPACT ON OUR TOTAL MISSION GOALS, OBJECTIVES  
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AND ESSENTIAL ACTIVITIES.

2. FORM ZBB-1  
(1) TOTAL US PERSONNEL 51  
(2) TOTAL FSL 67  
(3) TOTAL PERSONNEL RESOURCES AT "CURRENT LEVEL" 118

A. PACKAGE I (LINE 3 X 90 PERCENT) EQUALS 106  
 B. PACKAGE II (LINE 3 X 95 PERCENT) EQUALS 112  
 C. PACKAGE III (LINE 3 X 100 PERCENT) EQUALS 118

## 3. FORM ZBB-2: PACKAGE WORKSHEET

## ZERO-BASE BUDGETING

FY 1980

## PERSONNEL RESOURCE WORKSHEET

(LEFT HALS OF CHART)

(1) (2) (3) (4) (5) (6) (7)

FY 1978 PACKAGE I

AMER AMER AMER AMER

FUNCTION OFF STAFF FSL OFF STAFF FSL

EXEC 4 3 4 4 3 4

POL/LABOR 3 1 - 2 1 -

POL/ECON-2 7 1 - 5 1 -

E/C 5 1 8 5 1 7

CONS -- - 16 10 - 18

ADMIN 6 9 37 5 8 36

TOTAL THIS

PACKAGE 36 15 65 31 14 65

CUMULATIVE

TOTAL 36 15 65 31 14 65

(RIGHT HALF OF CHART)

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(8) (9) (10) (11) (12) (13)

PACKAGE II

AMER AMER AMER AMER

OFF STAFF FSL OFF STAFF FSL

EXEC - - - - -

POL/LABOR 1 - - - -

POL/ECON-2 1 - - 1 - -

E/C -1 - 2 1 - 2

CONS - - - 1 - -

ADMIN - 1 2 - - 1

TOTAL THIS

PACKAGE 1 1 4 3 - 3

CUMULATIVE

TOTAL 32 15 69 35 15 72

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ACTION ARA-14

INFO OCT-01 ISO-00 ONY-00 /015 W  
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FM AMEMBASSY QUITO  
TO SECSTATE WASHDC 8057  
INFO AMCONSUL GUAYAQUIL

C O N F I D E N T I A L SECTION 2 OF 7 QUITO 2812

4. FORM ZBB-3

- (1) DECISION UNIT: ECUADOR
- (2) PACKAGE I OF III
- (3) ACTIVITY DESCRIPTION

AS DIRECTED PER REFTTEL, WE ARE PROJECTING THE OPERATION OF THE MISSION AT 90 PERCENT OF OUR CURRENT STAFF. IN MAKING THE PROJECTION WE ARE OPTING TO ELIMINATE 6 INSTEAD OF 5 AMERICAN POSITIONS, IN ORDER TO SAVE 5 FSL POSITIONS AND THEREBY ELIMINATE ONLY 2 INSTEAD OF 7 FSL POSITION, (ALTHOUGH 1 FSL MUST FILL THE EXTRA AMERICAN POSITION ELIMINATED). THE RANGE OF STATE DEPARTMENT ACTIVITIES AT THIS LEVEL WOULD DIFFER FROM OUR CURRENT MIX BY DECREASED CAPACITY FOR CONTROL AND COORDINATION AND POLICY FORMULATION, AND ALSO DECREASED CAPACITY IN POLITICAL, CONSULAR AND ADMINISTRATIVE ACTIVITIES.

THE 11 PERSON EXECUTIVE STAFF (3 OFFICERS - AMB, DCM, CONGEN; 3 STAFF-SECRETARIES; 4 FSL'S - 3 DRIVERS AND A PROTOCOL/SOCIAL SECRETARY; AND 1 JOT OFFICER, WHO ROTATES AMONG SECTIONS) COULD CONTINUE TO PROVIDE MANAGEMENT GUIDANCE TO ALL ELEMENTS OF THE MISSION IN PURSUIT OF ALL 10 AGREED USG OBJECTIVES AND FOR PERFORMANCE OF STATUTORILY REQUIRED SERVICES AND ADMINISTRATION. ESSENTIAL PROTOCOL AND FORMAL REPRESENTATION FUNCTIONS WOULD BE  
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PERFORMED.

THE POLITICAL SECTION, REDUCED BY ONE OFFICER TO THREE PERSONS (2 OFFICERS AND 1 STAFF SECRETARY), WOULD CONTINUE WITH SIGNIFICANT RESPONSIBILITIES IN 7 OF OUR 10 GOALS: I, II, III, IV, VI (FISHERIES) AND VIII. IT WOULD ALSO CONTINUE WITH IMPLEMENTATION RESPONSI-

BILITIES FOR 8 OF THE 14 OUTLINED STEPS TO ACHIEVE THE 7 GOALS. NEEDLESS TO SAY, AS WILL BE EMPHASIZED IN PART 5, A ONE-THIRD REDUCTION OF OFFICER STAFF WOULD GREATLY CURTAIL THE DEGREE OF POSSIBLE ACHIEVEMENT IN PURSUIT OF THESE GOALS.

THE POLITICAL/ECONOMIC-II SECTION, WITH STAFF IN QUITO AND GUAYAQUIL, PRESENTLY IS CONSTITUTED BY 7 OFFICERS AND 1 STAFF, AND WILL BE REDUCED BY 2 OFFICER POSITIONS.

THE ECONOMIC/COMMERCIAL SECTION IN QUITO WOULD BE REDUCED BY 1 FSL (LEAVING 4 OFFICERS, 1 STAFF, AND 3 FSL'S). THE GUAYAQUIL COMMERCIAL SECTION (1 OFFICER AND 4 FSL'S) WOULD CONTINUE AT ITS PRESENT LEVEL. THIS STAFFING WOULD BARELY PERMIT US TO MEET VERY MINIMAL NEEDS FOR ECONOMIC REPORTING AND REPRESENTATION IN SUPPORT OF GOALS II, V, VI, AND VII. THE SECTIONS WOULD BE UNABLE TO MAINTAIN A MINIMUM EFFORT IN TRADE PROMOTION IN THIS SIXTH LARGEST AND FASTEST GROWING LATIN AMERICAN MARKET.

THE CONSULAR SECTION OF QUITO WITH NO REDUCTIONS (3 OFFICERS, 1 OF WHOM IS TDY TO OTHER POSTS HALF THE YEAR, AND 4 FSL'S) WOULD BE ABLE TO KEEP PACE WITH THE GROWING DEMANDS FOR SERVICES. THE GUAYAQUIL CONSULAR SECTION WITH A CUT OF 1 OFFICER  
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(LEAVING 7 OFFICERS AND 13 FSL'S) WOULD REDUCE IMMIGRATION VISA SERVICES. BOTH SECTIONS, OF COURSE, WORK IN SUPPORT OF GOAL IX.

THE ADMINISTRATION SECTIONS OF QUITO AND GUAYAQUIL INDIRECTLY SUPPORT ALL 10 GOALS. A CUT OF ONE FSL IS ENVISIONED FOR THE ALREADY OVER-BURDENED SECTION IN GUAYQUIL (LEAVING 1 OFFICER, 2 STAFF, AND 6 FSL'S). QUITO WOULD BE REDUCED BY 1 OFFICER IN B&M, 1 STAFF IN C&R, AND 1 FSL (DAS) IN GSO (LEAVING 4 OFFICERS, 2 STAFF, AND 36 LOCALS). THE DEVASTATING RESULT IN DECREASED SERVICES IS OUTLINED IN PART 5 OF THIS PACKAGE.

THE NARCOTICS CONTROL SECTION (NOW PART OF AID) WILL BE INTEGRATED INTO THE EMBASSY THIS YEAR. ITS STAFF OF 2 OFFICERS AND 4 FSL'S IS PROJECTED FOR FY 80 AT THE CURRENT LEVEL; UNLESS THE GOE DOES NOT COME THROUGH IN ITS RECENTLY DECLARED "WAR ON NARCOTICS", IN WHICH CASE MOST OR ALL OF THE S/NM PROGRAM WILL PROBABLY BE ELIMINATED. THE NARCOTICS CONTROL SECTION WORKS IN PURSUIT OF GOAL IV, AND ALSO ASSISTS THE AMBASSADOR IN CONTROLLING AND COORDINATING OTHER AGENCIES WORKING IN THIS AREA. FIGURES USED IN THIS

EXERCISE DO NOT INCLUDE THE NARCOTICS CONTROL SECTION, NOR  
ADMINISTRATIVE SUPPORT PERSONNEL FOR IT, SINCE THEY WERE NOT  
INCLUDED IN OUR CURRENT STAFFING LEVEL PROVIDED BY THE DEPARTMENT.

FY1980

THIS PKG

(4) RESOURCE REQUIREMENTS FY78 FY79 ONLY CURRENT

U.S. OFFICERS	36	36	31	31
U.S. STAFF	15	15	14	14
FSL'S	65	67	65	65
TOTAL	116	118	110	110

(5) IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES, AND  
ESSENTIAL ACTIVITIES.

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AT 90 PERCENT OF OUR CURRENT MANNING LEVAL THERE  
WOULD BE A CONSIDERABLE LOSS IN MISSION EFFECTIVENESS IN  
TERMS OF USG AGREED GOALS AND OBJECTIVES FOR ECUADOR  
AND IN CARRYING OUT ACTIVITIES REQUIRED BY STATUTE, I.E.  
THE EVER EXPANDING DEMANDS FOR COMMERCIAL AND CONSULAR  
SERVICES. STATE DEPARTMENT PERSONNEL CUTS DURING PREVIOUS  
YEARS ALREADY HAVE REDUCED TO THE MINIMUM LEVEL THE NUMBER  
OF FSO'S REQUIRED BY THE CHIEF OF MISSION TO ASSIT HIM  
IN FORMULATING POLICY, MAKING REPRESENTATIONS TO THE HOST  
GOVERNMENT, AND CONTROLLING AND COORDINATING OTHER USG  
AGENCIES. THIS "CORE" GROUP OF FSO'S (CURRENTLY 3 POL OFFICERS,  
2 ECON OFFICERS, AND THE ADMIN COUNSELOR) SERVES AS THE  
AMBASSADOR'S PERSONAL STAFF AND IS NECESSARY TO ENSURE  
THAT HE CAN CARRY OUT HIS PRESIDENTIAL MANDATE.

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ACTION ARA-14

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R 262255Z APR 78  
FM AMEMBASSY QUITO  
TO SECSTATE WASHDC 8058

INFO AMCONSUL GUAYAQUIL

C O N F I D E N T I A L SECTION 3 OF 7 QUITO 2812

THE LOSS OF ONE OFFICER IN THE POLITICAL SECTION WOULD REDUCE THE BREADTH OF POLITICAL CONTACTS, DIMINISH ACCURACY AND TIMELINESS IN REPORTING AND LESSEN INFLUENCE ON POLITICIANS. IT WOULD PROBABLY MEAN SUSPENSION OF THE POLITICALLY SENSITIVE AIFLD PROGRAM, AND AFFECT OUR EFFORTS TO INFLUENCE HUMAN RIGHTS IN THE LABOR FIELD AND TO PROMOTE DEMOCRATIC LABOR UNIONS. CAPACITY TO INFLUENCE THE GOE ON ITS INTERNATIONAL HUMAN RIGHTS POLICY WOULD DIMINISH. WE WOULD BE SOMEWHAT LESS ABLE TO LOBBY FOR ARMS CONTROL AND VOTES IN INTERNATIONAL FORA. WORK ON TUNA BOAT SEIZURES WOULD LIKELY BE MORE REACTIVE THAN PREVENTIVE. FINALLY, CAPACITY FOR RESEARCH ON SUCH MATTERS AS ANDEAN TENSIONS AND NARCOTICS WOULD BE REDUCED, AS WELL AS FOR POLICY FORMULATION. DIMINUTION OF CAPACITY IN THIS LAST AREA IS PARTICULARLY IMPORTANT, SINCE AT 3 OFFICERS THE SECTION HAS BEEN ABLE TO SERVE AS A "THINK-TANK" FOR THE AMBASSADOR.

THE LOSS OF TWO OFFICERS IN THE POLITICAL/ECONOMIC II SECTION WOULD HAVE LITTLE APPRECIABLE EFFECT, IF ANY, ON THE ATTAINMENT OF OUR OBJECTIVES.

THE LOSS OF 1 FSL IN THE QUITO COMMERCIAL SECTION WOULD SEVERELY CRIPPLE OUR EFFORTS TO DO TRADE PROMOTION WORK. WE LOST 1 OFFICER LAST YEAR AND THEN RE-GAINED SOME GROUND BY OBTAINING A SECOND FSL COMMERCIAL ASSISTANT. CONFIDENTIAL

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GIVING HIM UP WOULD PUT US RIGHT BACK WHERE WE WERE. NUMEROUS TRADE AND INVESTMENT OPPORTUNITIES WOULD NOT BE DETECTED AND/OR REPORTED, AND THERE WOULD BE A MARKED DIMINUTION OF OUR ABILITY TO IMPLEMENT USG COMMERCIAL FUNCTIONS IN ECUADOR. ALSO, THE EMBASSY WOULD BE LESS ABLE TO MONITOR ADEQUATELY THE RE-NEWED AID PROGRAM.

THE REDUCTION OF ONE OFFICER FROM THE CONSULAR SECTION IN GUAYAQUIL WOULD ELIMINATE THE POSITION CHARGED WITH INVESTIGATION OF FRAUD. THIS FUNCTION WOULD HAVE TO BE CARRIED OUT BY OTHER OFFICERS ON A CATCH AS CATCH CAN BASIS WITH ABOUT 90 PERCENT OF SUCH ACTIVITY NOT BEING PERFORMED. ROUTINE IMMIGRANT CORRESPONDENCE, WHICH IS CURRENTLY BACKLOGGED ONE MONTH WITH OUT PRESENT STAFF, COULD BE EXPECTED TO BE FURTHER DELAYED.

THE LOSS OF THE FSL WAREHOUSEMAN/BACK-UP DRIVER POSITION IN GUAYAQUIL WOULD REDUCE EFFICIENCY OF MAIN-

TAINING SUPPLY RECORDS, DELIVERIES OF SUPPLIES TO OFFICES AND CAUSE INCREASED OVERTIME FOR THE DRIVERS. A COMMERCIAL MESSENGER SERVICE WOULD BE CONTRACTED AND MORE TAXIS USED. THE LOSS OF THE C&R STAFF EMPLOYEE IN QUITO WOULD BE VERY SERIOUS. A CONSIDERABLE REDUCTION IN THE HOURS OF C&R COVERAGE WOULD RESULT, OVERTIME WOULD INCREASE, AND TDY HELP WOULD BE REQUIRED WHENEVER ONE OF THE TWO REMAINING AMERICANS WAS ON ANNUAL OR SICK LEAVE. THE LOSS OF THE OFFICER IN B&M WOULD BE OFFSET BY THE ESTABLISHMENT OF A REGIONAL B&M OFFICER, THE ELEVATION OF THE SENIOR FSL IN B&M TO OFFICE DIRECTOR, AND THE RE-ASSIGNMENT OF 1 FSL POSITION FROM E/C TO B&M TO TAKE THE SENIOR FSL'S PLACE AS HE MOVES UP. THE LOSS OF THE CUSTOMS FSL IN GSO (A DAS POSITION) WOULD MEAN SIGNIFICANTLY INCREASED TIME FOR CLEARANCES THROUGH GOE MINISTRIES  
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AND LOSS OF CONTROL OF CLEARANCES AT PORT. WE WOULD CONTRACT A COMPANY TO DO THE CLEARANCES AT A COST OF ABOUT \$18,000 A YEAR.

5. (1) DECISION UNIT: ECUADOR
- (2) PACKAGE II OF III.
- (3) ACTIVITY DESCRIPTION

AT 95 PERCENT OF THE CURRENT MANNING LEVEL, THE RANGE OF STATE DEPARTMENT ACTIVITIES WOULD DIFFER FROM OUR CURRENT LEVEL BY LESSENERED CAPACITY IN OUR CONSULAR AND ADMINISTRATIVE SECTIONS. WE WOULD CUT 4 AMERICANS BUT IN LIGHT OF THE NET ADDITION OF 2 FSL POSITION SAVED (BY TRADING 1 AMERICAN FOR 5 FSL'S), WE WOULD ELIMINATE DIFFERENT POSITIONS THAN AT THE 90 PERCENT LEVEL IN ORDER TO ATTAIN BEST MAXIMUM USE OF PERSONNEL RESOURCES.

THE EXECUTIVE SECTION WOULD REMAIN AS DESCRIBED IN PACKAGE I, BUT WITH ITS CURRENT CAPACITY FOR CONTROL AND COORDINATION AND FOR POLICY FORMULATION. THIS WOULD FLOW FROM NOT HAVING TO ELIMINATE AN OFFICER POSITION IN THE POLITICAL SECTION; WHICH, IN ADDITION TO ENABLING POLITICAL BETTER TO SERVE THE AMBASSADOR AS PART OF HIS "CORE" STAFF OF FSO'S, WOULD ALSO MAKE IT ABLE TO SUPPORT EFFECTIVELY THE 7 OF OUR 10 AGREED UPON GOALS AND 8 OF THE 14 IMPLEMENTING STEPS FOR WHICH THE SECTION HAS SIGNIFICANT RESPONSIBILITIES.

AT THE 95 PERCENT LEVEL WE WOULD ELIMINATE ONE OFFICER POSITION IN THE ECONOMIC/COMMERCIAL SECTIONS, WHICH WE WOULD OFF-SET BY THE ADDITION OF ONE FSL COMMERCIAL ASSISTANT. IN QUITO, WITH 3 OFFICERS, THERE WOULD BE THE E/C COUNSELOR, THE COMATT, AND A THIRD OFFICER

WHO WOULD HAVE BOTH COMMERCIAL AND FINANCIAL RESPONSIBILITIES. HE WOULD SUBSTITUTE FOR THE COMATT WHEN SICK, ON ANNUAL LEAVE OR WHEN HE WAS SUBSTITUTING FOR THE  
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COUNSELOR, THUS ASSURING CONTINUOUS US SUPERVISION OF COMMERCIAL ACTIVITIES. THE LOSS OF THE TRADE PROMOTION OFFICER IN QUITO WOULD BE OFFSET BY HAVING A 3RD FSL PROFESSIONAL, CONSTITUTING A QUITO COMMERCIAL SECTION OF THE AMERICAN OFFICER, COMATT, 3 FSL COMMERCIAL ASSISTANTS, 1 FSL SECRETARY, AND 1 FSL SECRETARY/LIBRARIAN, SUPPLEMENTED BY THE 3RD E/C OFFICER AS REQUIRED. THE GUAYAQUIL COMMERCIAL SECTION WOULD REMAIN AT 1 AMERICAN OFFICER, 2 FSL PROFESSIONALS, ONE SECRETARY, AND ONE SECRETARY/LIBRARIAN. WE BELIEVE THAT WITH THIS STAFFING OUR ECONOMIC/COMMERCIAL RESPONSIBILITIES WILL NOT SUFFER UNDULY. SUPPORT FOR OBJECTIVES II, V, VI AND VII COULD BE MANAGED, ALTHOUGH AT LEAST ONE HALF AMERICAN OFFICER WOULD BE DESIREABLE FOR GUAYAQUIL PLUS FOR THE COUNTRY ANOTHER FSL COMMERCIAL ASSISTANT. THERE WOULD BE SOME PROBLEM WITH ONLY 3 AMERICAN OFFICERS OF MONITORING ADEQUATELY THE RE-NEWED AID PROGRAM.

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ACTION ARA-14

INFO OCT-01 ISO-00 ONY-00 /015 W  
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R 262255Z APR 78  
FM AMEMBASSY QUITO  
TO SECSTATE WASHDC 8059  
INFO AMCONSUL GUAYAQUIL

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CORRECTED COPY (TEXT)  
THE POLITICAL/ECONOMIC-II SECTION WOULD BE REDUCED BY 1 OFFICER. THERE WOULD BE LITTLE, IF ANY, LOSS IN EFFECTIVENESS IN ATTAINMENT OF OUR GOALS OR IN CARRYING OUT STATUTORILY REQUIRED SERVICES.



THE CONSULAR SECTION OF GUAYAQUIL WOULD SUFFER THE SAME CUT OF IMMIGRANT VISA FRAUD OFFICER. THE QUITO CONSULAR SECTION WOULD REMAIN AS IT IS.

THE ADMINISTRATIVE SECTION IN GUAYAQUIL WOULD REMAIN UNAFFECTED. THE ADMINISTRATIVE SECTION IN QUITO WOULD LOSE THE B&M OFFICER, WHO WOULD BE REPLACED BY THE SENIOR FSL (AND A VISITING REGIONAL B&M OFFICER). THE SENIOR FSL'S POSITION WOULD BE FILLED BY ONE OF THE TWO FSL POSITIONS GAINED BY TRADING ONE AMERICAN POSITION FOR 5 FSL'S.

THE NARCOTICS CONTROL SECTION IS THE SAME AS IN PACKAGE I.

FY 1980

THIS PACKAGE

(4) RESOURCE REQUIREMENTS FY78 FY79 ONLY CUMULATIVE

US OFFICERS	36	36	1	32
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US STAFF	15	15	1	15
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FSL'S	65	67	4	69
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TOTAL	116	118	6	116
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(5) IMPACT ON CURRENT US POLICY GOALS, OBJECTIVES AND ESSENTIAL ACTIVITIES.

DECREASED EFFECTIVENESS WOULD OCCUR IN THE ADMINISTRATIVE, CONSULAR AND COMMERCIAL AREAS. THE QUITO ADMINISTRATIVE SECTION SUPPORTS INDIRECTLY THE ATTAINMENT OF ALL OUR AGREED GOALS AND OBJECTIVES AND STATUTORILY REQUIRED SERVICES. THE LOSS OF A FULL TIME AMERICAN B&M OFFICER, THOUGH OFFSET BY AN ADDITIONAL FSL, MEANS SOME LOSS OF CONTROL, EFFICIENCY, AND FLEXIBILITY. IN THE SAME MANNER, THE SWAP OF AN AMERICAN TRADE PROMOTION OFFICER FOR ONE FSL COMMERCIAL ASSISTANT WOULD CAUSE A LOSS OF EFFECTIVENESS; AND THE ELIMINATION OF THE IMMIGRANT VISA FRAUD OFFICER IN GUAYAQUIL WILL HAVE THE RESULTS DESCRIBED IN PACKAGE I.

6. (1) DECISION UNIT: ECUADOR

(2) PACKAGE III OF III.

(3) ACTIVITY DESCRIPTION

AT THE CURRENT STAFFING LEVEL THE MISSION IS EFFECTIVELY PURSUING US AGREED GOALS AND OBJECTIVES AND PROVIDING STATUTORILY REQUIRED SERVICES.

WE WOULD, HOWEVER, IF GIVEN THE OPPORTUNITY, OPT TO SWAP OUR B&M OFFICER FOR 5 FSL'S ON THE CONDITION THAT A REGIONAL B&M OFFICER COULD SERVICE THE POST, EVEN THOUGH THERE WOULD BE SOME LOSS IN ADMINISTRATIVE CONTROL AND FLEXIBILITY.

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THE PERSONNEL OFFICER POSITION WILL BE CONVERTED INTO AN ASSISTANT ADMINISTRATIVE OFFICER. THE PER OFFICE WILL NEED TO BE STRENGTHENED BY THE ADDITION OF A LOCAL POSITION. THE SENIOR FSL IN B&M WOULD BECOME THE OFFICE CHIEF. THE OTHER 5 FSL'S WOULD BE ALLOCATED AS FOLLOWS: 1 FOR PERSONNEL, 1 FOR B&M, AND 3 FOR E/C (1 FSL COMMERCIAL ASSISTANT AND SECRETARY FOR QUITO, AND 1 FSL COMMERCIAL ASSISTANT FOR GUAYAQUIL).

FY 1980

THIS PACKAGE

(4) RESOURCE REQUIREMENTS FY78 FY79 ONLY CUMULATIVE

US OFFICERS	36	36	3	35
US STAFF	15	15	-	15
FSL'S	65	67	3	72
TOTAL	116	118	6	122

(5) IMPACT STATEMENT

WHILE ALL CURRENT ACTIVITIES COULD BE CONTINUED AT THIS LEVEL, THE INCREASE IN COMMERCIAL WORK AND THE NEED FOR BETTER POLITICAL COVERAGE ON THE COAST WILL GREATLY TAX OUR PERSONNEL RESOURCES AT THEIR CURRENT LEVEL. THERE IS A REAL NEED FOR ONE ADDITIONAL AMERICAN OFFICER IN GUAYAQUIL WHO COULD DEVOTE HALF HIS TIME TO POLITICAL REPORTING AND THE OTHER HALF TO COMMERCIAL WORK. THE RETURN TO CIVILIAN CONSTITUTIONAL GOVERNMENT AND THE HEIGHTENED POLITICAL ACTIVITY ON THE COAST DERIVING FROM A FUNCTIONING LEGISLATURE WILL REQUIRE MORE COVERAGE AND REPORTING IN 1980. GROWING DEMANDS FOR COMMERCIAL SERVICES WOULD BE MET BY THE ADDITION OF THE 3 FSL'S IN THIS AREA AND ONE-HALF PERSON A YEAR OF THE AMERICAN OFFICER.

7. COMMENTS ON SIGNIFICANT NON-SALARY FUNDING

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NO SIGNIFICANT SAVINGS WILL BE GAINED IN UTILITIES IN ANY OF THE PACKAGES. A FEW LESS EMPLOYEES AT EITHER POST WILL RELIEVE SOMEWHAT CROWDED OFFICE CONDITIONS.

THE NET SAVINGS/INCREASE COST IN OTHER POST OPERATING EXPENSES ARE, AS FOLLOWS:

	P A C K A G E S			
	I	II	III	
TRAVEL		1081	581	331
SUPPLIES		3000	980	800
FREIGHT		1560	509	416
MISC CONTRACTS			810	270 & -1080 &
MESSENGER CONTRACT GUAYA				-4000
CUSTOM AGENT QUITO				-18000
OFFICE FURNITURE/EQUIP		-	-2280 &	-4560 &
FREIGHT		-1755	-3510	

THE SAVINGS IN REPLACEMENT OF HOUSEHOLD APPLIANCES WOULD BE DEFERRED, AS FOLLOWS:

FY-82	3300	3300	-
FY-83	3700	2500	1100

FREIGHT

FY-82	1485	1485	-
FY-83	1785	690	495

& COST OF NEW LOCAL POSITIONS

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ACTION ARA-14

INFO OCT-01 ISO-00 ONY-00 /015 W  
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R 262255Z APR 78  
FM AMEMBASSY QUITO  
TO SECSTATE WASHDC 8060  
INFO AMCONSUL GUAYAQUIL

C O N F I D E N T I A L SECTION 5 OF 7 QUITO 2812

8. PART NI: EVALUATION OF GOALS, OBJECTIVES, AND RESOURCE

MANAGEMENT OF OTHER AGENCIES

INTERNATIONAL COMMUNICATIONS AGENCY

ICA HAS PROGRAMS IN DIRECT SUPPORT OF FOALS II, IV, V, VI AND X, AND ITS PROGRAMS AND ACTIVITIES INDIRECTLY SUPPORT ALL OUR OTHER GOALS AND ESSENTIAL ACTIVITIES.

THE PUBLIC AFFAIRS COUNSELOR WORKS CLOSELY WITH THE FRONT OFFICE AND HIS PRIORITIES ARE IN ACCORD WITH THE CHIEF'S OF MISSION.

ICA IS CURRENTLY STAFFED BY 6 US OFFICERS, 1 US STAFF, AND 26 FSL'S. ADDITIONALLY THERE IS A PAT (JOT), WHO IS SCHEDULED TO DEPART 5/78, AND THERE IS NO CERTAINTY OF ANOTHER BEING ASSIGNED. A REDUCTION OF 1 OFFICER AND 2 FSL'S COULD BE SUSTAINED WITHOUT GREAT DAMAGE TO THE OVER-ALL ICA CONTRIBUTION TO US AGREED GOALS. CUTS OF THIS MAGNITUDE WOULD IMPLY THE ELIMINATION OF ONE OF 6 PROGRAM PLANS AND A CORRESPONDING CUTBACK IN INDIVIDUAL EVENTS. DIRECT SUPPORT FOR GOALS II, IV, V, VI, AND X WOULD STILL BE PROVIDED WITH INDIRECT SUPPORT FOR ALL OTHERS.

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9. AGRICULTURAL ATTACHE

THE AGRICULTURAL ATTACHE HAS WORKED SUCCESSFULLY TO PRESERVE THE US MARKET SHARE OF ECUADOR'S IMPORTS (GOAL VI). THIS IS PARTICULARLY SO WITH RESPECT TO WHEAT, WHERE CANADIANS AND ARGENTINEANS HAVE MADE VIGOROUS EFFORTS TO CAPTURE PART OR ALL OF THE ECUADOREAN MARKET OF APPROXIMATELY \$30 MILLION ANNUALLY. THE ATTACHE, OF COURSE, PROMOTES US AGRICULTURAL SALES OF OTHER PRODUCTS ALSO. LAST YEAR OUR TOTAL AGRICULTURAL SALES TO ECUDAOR WERE \$75 MILLION. THE ATTACHE ALSO PROVIDES MARKET INFORMATION TO THE USG OF VALUE TO THE US CONSUMER ON THE AGRICULTURAL PRODUCTS PURCHASED FROM ECUADOR BY THE US, WHICH IN 1977 AMOUNTED TO ABOUT \$300 MILLION.

THE ATTACHE IS A KEY MEMBER OF THE COUNTRY COMMERCIAL ACTION GROUP AND PROVIDES ANALYSES, IDEAS AND SUGGESTIONS TO ATTAIN GOAL VI. HE PARTICIPATES IN THE NARCOTICS CONTROL ACTION COMMITTEE, PRIMARILY AS A "WATCHDOG" ON ILLICIT NARCOTICS PRODUCTION (OBJECTIVE IV), AND HE INDIRECTLY CONTRIBUTES TO THE ACHIEVEMENT OF ECONOMIC DEVELOPMENT (OBJECTIVE VII). HE IS PART OF

THE COUNTRY TEAM AND ATTENDS TEAM MEETINGS.

THE ATTACHE'S MAJOR PRIORITIES AND ACTIVITIES  
ARE IN ACCORD WITH THE CHIEF'S OF MISSION.

THE ATTACHE HAS AN FSL PROFESSIONAL ASSISTANT AND  
A FSL SECRETARY, WHICH IS A LEAN STAFF TO CARRY OUT THE  
LEVEL OF WORK REQUIRED BY THE OFFICE.

10. MILITARY LIAISON OFFICE (MLO)  
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THE MLO CONTRIBUTES MOST OBVIOUSLY TO ATTAINMENT  
OF GOALS VIII, III, VI, VII AND X AND INDIRECTLY TO  
GOALS I, II, IV AND V. SINCE 1974, WHEN WE ESTABLISHED  
MLO, OUR MILITARY-TO-MILITARY RELATIONS HAVE SERVED  
AS THE UNDERPINNING OF OUR ENTIRE RELATIONSHIP. BY  
SUPPORTING THE PROFESSIONAL DEVELOPMENT OF FRIENDLY  
ECUADOREAN ARMED FORCES, HEMISPHERIC AND WORLD SECURITY  
IS ENHANCED; AND, BY STRENGTHENING THE ECUADOREAN MILITARY,  
A DETERRENT IS PRESENTED TO BIGGER WELL-ARMED NEIGHBORS  
FROM ATTACKING AND UPSETTING THE ANDEAN STABILITY.  
TRAINING OF MILITARY PERSONNEL AND THE ARMED FORCES  
DEVELOPMENT ACTIVITIES ADD TO OUR EFFORTS TOWARD GOAL VII,  
AND SALES OF MILITARY EQUIPMENT CONTRIBUTE TO GOAL VI.  
TRAINING ALSO IS SIGNIFICANT IN TERMS OF GOAL X. MLO  
CONTRIBUTES SIGNIFICANTLY TO THE OTHER GOALS LISTED  
(ALL BUT IX) BY PROVIDING LEVERAGE AND ACCESS.

MLO'S PRIORITIES AND ACTIVITIES ARE FULLY IN  
ACCORD WITH THE WISHES OF THE CHIEF OF MISSION. THE MLO  
CHIEF ATTENDS FULL COUNTRY TEAM MEETINGS AND THE  
AMBASSADOR'S AND DCM'S SMALLER MEETINGS. MLO IS AN INTEGRAL  
PART OF THE EMBASSY.

MLO HAS 3 OFFICERS, 3 ENLISTED MEN, 2 US CIVILIANS  
AND 4 FSL'S. THIS STAFFING IS ADEQUATE FOR THE TASKS  
ASSIGNED TO MLO. THE EMBASSY BELIEVES, HOWEVER, THAT  
CUTS IN US MILITARY PERSONNEL COULD BE ATTAINED  
THROUGH CONSOLIDATION OF MLO AND DAO, AS DISCUSSED IN  
THE NEXT PARAGRAPH.

11. THE DEFENSE ATTACHE'S OFFICE (DAO)

THE DAO CONTRIBUTES TO THE SAME OBJECTIVES AS  
MLO, EVEN THOUGH IT IS NOT DIRECTLY INVOLVED IN PROVISION  
OF EQUIPMENT THROUGH FMS SALES AND CREDIT NOR IN TRAINING.  
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DAO HAS PLAYED A KEY ROLE IN MILITARY-TO-MILITARY RELATIONS WHICH HAS BEEN UTILIZED EXPERTLY TO REACH THE CURRENT EXCELLENT STATE OF OUR ENTIRE BILATERAL RELATIONSHIP.

DAO'S PRIORITIES AND ACTIVITIES ARE IN TUNE WITH THOSE OF THE CHIEF OF MISSION. THE DAO PARTICIPATES IN FULL COUNTRY TEAM MEETINGS, THE SMALLER MEETINGS OF THE AMBASSADOR AND DCM, AND THE NARCOTICS CONTROL ACTION COMMITTEE.

THE DAO IS STAFFED BY 3 OFFICERS, 1 WARRANT OFFICER, 2 ENLISTED MEN, AND 2 FSL'S.

THE EMBASSY BELIEVES THAT THE NUMBER OF MILITARY PERSONNEL ASSIGNED TO THE MISSION COULD BE REDUCED BY AT LEAST 3 AMERICANS BY COMBINING MLO AND DAO, EVEN THOUGH WE REALIZE THAT PERSONNEL IN DAO ARE PRECLUDED BY STATUTE FROM PARTICIPATING IN MILITARY ASSISTANCE. WE UNDERSTAND THAT IN SOME COUNTRIES AN EXCEPTION HAS BEEN MADE AND THESE TWO OFFICES COMBINED INTO ONE. IF

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ACTION ARA-14

INFO OCT-01 ISO-00 ONY-00 /015 W  
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R 262255Z APR 78  
FM AMEMBASSY QUITO  
TO SECSTATE WASHDC 8061  
INFO AMCONSUL GUAYAQUIL

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SUCH A MERGER COULD BE EFFECTED, IN ADDITION TO A SLIGHT REDUCTION IN PERSONNEL, WE BELIEVE THERE MIGHT EVEN BE SOME GAIN IN EFFECTIVENESS, ESPECIALLY IN THE INTELLIGENCE FIELD.

12. THE DRUG ENFORCEMENT AGENCY (DEA)

USG ACTIVITIES IN THE NARCOTICS FIELD IN ECUADOR ARE CARRIED OUT PRIMARILY BY DEA, THE POLITICAL SECTIONS, THE AID/NARCOTICS CONTROL DIVISION (WHICH WILL BE INTEGRATED INTO STATE THIS YEAR, AND ICA. DEA IS, NEVERTHELESS, EXCLUSIVELY DEDICATED TO THIS TASK, AND IS THE MAJOR AGENCY IN TERMS OF PERSONNEL DEDICATED TO THE ACHIEVEMENT OF GOAL IV.

DEA WORKS TO MAINTAIN PRESSURE ON THE GOE TO BRING ABOUT BETTER ENFORCEMENT, BUT IN FULL ACCORD WITH THE CHIEF'S OF MISSION PRIORITIES. DEA HAS NEVER JEOPARDIZED ANY OTHER OF THE MISSION'S GOALS IN ITS ZEALOUSNESS TO ACCOMPLISH ITS MISSION.

DEA HAS POSITIONS FOR 6 SPECIAL AGENTS AND TWO AMERICAN SECRETARIES. PERSONNEL ARE ALLOCATED EQUALLY BETWEEN QUITO AND GUAYAQUIL. THE EMBASSY BELIEVES THAT THE CURRENT STAFFING PATTERN IS ADEQUATE TO THE JOB. THIS COULD CHANGE BY 80, HOWEVER, SHOULD THE GOE NOT LIVE UP TO ITS  
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RECENT PROMISE TO CONDUCT "WAR ON NARCOTICS". IF IT DOES NOT, WE BELIEVE THE STAFF SHOULD BE CUT TO 3 AGENTS AND 1 SECRETARY TO COVER THE ENTIRE COUNTRY.

13. THE AGENCY FOR INTERNATIONAL DEVELOPMENT (AID)

THE CURRENT AID PROGRAM IS VERY LIMITED, BUT SHOULD ECUADOR RETURN TO CONSTITUTIONAL AND DEMOCRATIC GOVERNMENT IN 1978 (AS SCHEDULED) WE PLAN A RENEWED PROGRAM. THE PRINCIPAL IMPACT OF THE AID PROGRAM WOULD BE ON GOAL VII, THE PROMOTION OF ECONOMIC DEVELOPMENT. THE MODEST AID PROGRAM WILL CONCENTRATE ON ASSISTING THE POOR. WE BELIEVE THE RENEWAL OF AN AID PROGRAM WILL SIGNAL US APPROVAL OF A RETURN TO CONSTITUTIONAL GOVERNMENT AND THUS CONTRIBUTE TO GOAL I. THE AID PROGRAM ALSO WILL RELATE TO GOAL II, PARTICULARLY IN THE "BASIC HUMAN NEEDS" CATEGORY OF RIGHTS.

THE AID PROGRAM'S ACTIVITIES ARE DIRECTLY LINKED TO THE MISSION'S APPROVED POLICY GOALS, OBJECTIVES AND ESSENTIAL ACTIVITIES. THE AGENCY'S PRIORITIES HAVE BEEN ESTABLISHED IN CONJUNCTION WITH THE EMBASSY AND ARE IN ACCORD WITH THE CHIEF'S OF MISSION VIEW.

THE CURRENT AID STAFF CONSISTS OF 3 AMERICANS AND 8 FSL'S (NOT COUNTING THE AID/NARCOTICS CONTROL DIVISION, WHICH WILL SOON PASS TO STATE). AS WE MOVE CLOSER TO THE RETURN TO CONSTITUTIONAL GOVERNMENT WE MAY REQUIRE THE ASSIGNMENT OF ADDITIONAL OFFICERS TO ASSIST IN PROGRAM

DEVELOPMENT AND NEGOTIATIONS, ALTHOUGH UNTIL WE KNOW WHAT OUR RENEWED PROGRAM WILL BE AND WHEN IT WILL COMMENCE WE WILL TRY TO KEEP THE STAFF TO A MINIMUM BY REQUESTING TDY AND/OR SHORT-TERM CONTRACTOR ASSISTANCE, AS  
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NEEDED. THE POST'S INTENT IS TO BUILD AN EFFECTIVE PROGRAM WITH A MINIMUM-SIZE STAFF.

14. THE PEACE CORPS

THE PEACE CORPS CONTRIBUTES PRIMARILY TO GOALS VII (ECONOMIC DEVELOPMENT) AND X (BILATERAL COMMUNICATIONS AND LINKAGES). THE MAJORITY OF PEACE CORPS ACTIVITIES ARE AIMED AT THE POOR RESIDING IN RURAL AREAS. WITH SOME 200 VOLUNTEERS, THE PEACE CORPS REPRESENTS THE LARGEST US PRESENCE AND DEALS WITH PEOPLE AT ALL LEVELS, BUT ESPECIALLY AT OR NEAR THE BOTTOM OF THE SOCIO-ECONOMIC LADDER.

THE PEACE CORPS PRIORITIES AND ACTIVITIES ARE IN ACCORD WITH THOSE OF THE CHIEF OF MISSION.

PEACE CORPS STAFF IS COMPOSED OF 4 AMERICAN OFFICERS AND 13 ECUADOREANS. THE NUMBER OF VOLUNTEERS IS NOW AT ABOUT 200 AND IS SLATED TO INCREASE TO ABOUT 225 BY FY 80. THE MISSION HAS NO PROBLEM WITH EITHER STAFFING OR THE NUMBER OF VOLUNTEERS, PROVIDING VOLUNTEERS CONTINUE TO BE WELL SELECTED, TRAINED AND PROGRAMMED.

15. THE INTER-AMERICAN GEODETIC SURVEY (IAGS)

THE PRIMARY CONCERNS OF THE IAGS ARE TO PROVIDE TECHNICAL AND LOGISTICAL AID TO THE NATIONAL CARTOGRAPHIC AGENCIES OF ECUADOR AND TO COLLECT, UNDER THE EXISTING INFORMATION EXCHANGE PROGRAM, GEODETIC, GEOPHYSICAL AND CARTOGRAPHIC PRODUCTS WHICH SATISFY DOD OBJECTIVES.

THE IAGS' ACTIVITIES CONTRIBUTE TO SEVERAL US AGREED GOALS. PRECISE MAPS AND GEODETIC MEASUREMENTS PROVIDE INFORMATION THAT MAY BE OF USE IN AVOIDING AND SETTLING BORDER DISPUTES THAT CAUSE REGIONAL TENSIONS  
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(GOAL III). GOOD MAPS ARE ALSO ESSENTIAL FOR THE PLANNING OF DEVELOPMENT PROGRAMS, AND THROUGH THE



IAGS THERE IS TECHNOLOGY TRANSFER (GOAL VII). THE IAGS SERVES AS A CONVENIENT AGENCY FOR ASSISTING ECUADOREAN CARTOGRAPHIC INSTITUTIONS TO PURCHASE SUPPLIES AND EQUIPMENT FROM THE US (GOAL VI), AND THE IAGS CONTRIBUTES TO BILATERAL COMMUNICATIONS AND LINKAGES (GOAL X) THROUGH TRAINING AND CONTACTS WITH HOST COUNTRY ENTITIES.

IT SHOULD BE NOTED THAT IAGS ACTIVITIES DERIVE PRIMARILY FROM DOD GOALS AND NOT FROM THOSE ESTABLISHED BY THE USG FOR THE MISSION; AND, THOUGH IAGS ACTIVITIES RELATE TO ATTAINMENT OF AGREED UPON US GOALS, THE CONTRIBUTION IS FAIRLY SMALL, EXCEPT PERHAPS FOR GOAL X.

THE IAGS WORKS CLOSELY WITH THE EMBASSY. IT IS CURRENTLY STAFFED BY 4 AMERICANS; 1 MILITARY OFFICER AND 3 CIVILIANS. WE DO NOT BELIEVE THAT A REDUCTION OR PHASE-OUT OF THE PROGRAM WOULD GREATLY AFFECT US INTERESTS AS DEFINED IN THE GORM. UNLESS ELEMENTS OF THE PROGRAM

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ACTION ARA-14

INFO OCT-01 ISO-00 ONY-00 /015 W  
-----074957 272116Z /70 R  
R 262255Z APR 78  
FM AMEMBASSY QUITO  
TO SECSTATE WASHDC 8062  
INFO AMCONSUL GUAYAQUIL

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(E.G. THE SPECIAL MISSION'S TRACKING PROGRAM) HAS VALUE TO DOD NOT NOW REFLECTED IN THE USG-AGREED GOALS FOR ECUADOR, WE RECOMMEND THAT THE IAGS PROGRAM BE PHASED-OUT WITH THE TERMINATION OF THE CURRENT DIRECTOR'S TOUR IN THE SUMMER OF 1980.

16. THE NATIONAL AERONAUTICS AND SPACE ADMINISTRATION (NASA)

NASA OPERATES A TRACKING STATION, UNDER A BILATERAL AGREEMENT, WHICH SERVES AS A MAJOR LINK IN THE AGENCY'S WORLD-WIDE SPACE EFFORT. INCIDENTALLY TO ITS MISSION, NASA CONTRIBUTES TO GOALS VII AND X. IT IS AN EXCELLENT VEHICLE

FOR THE TRANSFER OF TECHNOLOGY THAT ENHANCES DEVELOPMENT,  
AND ITS TRAINING PROGRAMS AND RELATIONS WITH HOST COUNTRY  
ENTITIES DO MUCH TO BETTER BILATERAL COMMUNICATIONS  
AND LINKAGES.

NASA'S HIGHEST PRIORITY IS TO CONTRIBUTE TO OUR  
WORLD-WIDE SPACE EFFORT, WITH WHICH THE CHIEF OF MISSION  
IS IN AGREEMENT.

THE NASA DIRECT-HIRE COMPLEMENT CURRENTLY  
CONSISTS OF 2 OFFICERS, THE DIRECTOR AND TRAINING  
COORDINATOR, AND A SECRETARY, WHO WORK CLOSELY WITH THE  
EMBASSY. THE TRAINING COORDINATOR IS LEAVING 5/78 AND  
WILL NOT BE REPLACED. THE NUMBER OF ADDITIONAL CONTRACT  
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AMERICANS MAKING UP THE STAFF WILL BE REDUCED TO 8 BY  
THE END OF 1978. THE STATION IS CURRENTLY SLATED FOR  
CLOSURE BY 1980, SINCE ITS WORK IS TO BE ASSUMED BY OTHER  
MEANS BY NASA.

17. BOTTOM 10 PERCENT OF ALL USG ACTIVITIES IN TERMS OF  
ACHIEVEMENT OF AGREED MISSION GOALS, OBJECTIVES AND  
ESSENTIAL ACTIVITIES. (FROM BOTTOM UP).

AGENCY AND ACTIVITY	PERSONNEL REDUCTIONS	
	AMERICAN	LOCAL
POLITICAL/ECONOMIC-II	2	-
IAGS	4	-
NASA	1	1
DAO/MLO - NO REDUCTION OF ACTIVITY BUT OF PERSONNEL THROUGH MERGER OF OFFICES	3	-
ICA - 10 PERCENT REDUCTION OF PERSONNEL AND PROGRAM	1	2
NARCOTICS CONTROL DIVISION	1	2
	12	5

10 PERCENT OF 94 (NO OF AMERICANS IN MISSION, EXCLUDING  
AID/NCD) EQUALS 9

10 PERCENT OF 123 (NO OF FSL'S IN MISSION, EXCLUDING  
AID/NCD) EQUALS 12

THE 3 AMERICANS CUT OVER 9 IS EQUAL TO 15 FSL'S ACCORDING  
TO THE FORMULA, THUS EASILY MAKING THE ABOVE IN EXCESS OF  
THE BOTTOM 10 PERCENT.  
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